LONDON，THURSDAY，JUNE 10， 1993

ESTABLISHED 188

In Japan， Technology Feels Drag of Bureaucracy Government Policies ftifle Home Market in Phones and Cable TV By Steven Bull

 Til Papr uedid officiel commmiciaibens







 Starting Over
Restructung busine and economies．


 mener inan，it is sabotuving is own Affort io





 ＂Companies．are very frustrated，＂Mr．

 the major telcocommumications companies in

最 $h \quad$ See TELECOM，Page 16


200，000 in Tokyo Cheer Future Emperor and Bride The pootice pushing back well－wishers hoping for a closer look Wednesday at Cight the pricocess waved to members of be moperial Palace starf as the


 Who zuve up a diplomatic carecer to marry into uhe world＇s oldest toryal bant tie proair scedpped far back into be monarchy＇s 1.500 yyear－old tradition for the weddimg which was keld belined mowe walls of be limperial Palace at shime to the sum goddess Amaterasus，where only be royal family can
worship．An cite selection of guests saw part of the cevent，but not the 13 minute wedding cecranonoy itself For than，the courple vanished into uhe
secrocy of the strime joined Only by a coteric of attendans．Poge 2

## Kiosk

| U．S．Urges Allies | an earilier effort that failed to win European cooperation．Bit they | Goneral Mows | Dow dones Tribindex |  |  |
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| To Cut Tran Sales | Emapean | The forcign press got a foot in the door of Japan＇s exclusive media |  |  |  |
| Iran | ments to impose restricions | Page 2 |  |  |  |
| OU | d | Hearth／s |  |  |  |
| ris | usime | choosing to |  | 1835 |  |
|  | to presi for action agginst Iran | moved Page 8. | Poum | 1.5155 | 1.519 |
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| The Europerms segreod to sudy | dealing with the Bosuia conflict | India add China．Page 17. | Brde |  | Prage 8. |




U．S．Analysts Oppose Plan For Bosnian ＇Safe Havens＇

## Intelligence Aides Warn

 That Outcome Would Be ＇Six Little West Banks＇By Michael R．Gordon
WASHINGTON－Ammerian incligences


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 nut it is bestor run．I think he polka dots


 See Peace．Page 7

All theWorld＇s an NBA Stage
By Michael Wilbon



 whether he＇s－to be poitte－kcoping comp



## ＇Politics of Meaning＇Guru Who Has Hillary＇s Ear

## By Henry Allen

 WASHINGTON M M Micrued Lemer． tas betn descrined as Hillary Rodher，whotoris guru．flew inco wown wo stap peple

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## The press was pugin col．＂Mr．Lemer sui．

## Cone Even－gy













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tion． Mr．Lernee says the day afler the speech
he called be white House M ne called tered the slaff for some Mrint Lemer she had nded beca quoring bim hinithat that she had Finally，he is told：－We＇re all axare of your special relationsthip with ritlary．＂ Bu it was more ihan thas．The nexi bing
vas secing Mrs．Clinton at a Whive Housu rapption，and somemow Mr．Merreer knew that he nught well se her agyin and again
The rectpion was the day before the ded See GURU，Page 7

## Foreign Press in Japan Gains in Struggle for Access

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#### Abstract

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 fives me
sources.

## In a Day of Ritual, A Commoner Moves Into Tokyo Palace

along he periphery of the shrine in By David E. Sanger TOKYO - In a Shinto ritual
deep in the woods of bet Imperial
Palace Crown Prince Narutito


 emperor and empress hand stepped hind the palace's higen stonine walls gesture of muion.
Bur for Japan the ritual also




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## U.S. Calls Reforms Key to China Thaw

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By Michael Richardson
 in Asia and the Pacific, secking to develop closes Dies
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agreed Wedneday to agreed Wednesday to crease an advisory commil for
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opecilists from wiver speciaists from universities ind research issitixues to
draw un proposals on setling disputes and building
confidenco.




 to meet their counterparst from the :1
countries in Singapore next monde:

## Old Asia Adversaries Build Bridges


 and Thailand, Malaysia, the Phiiippines, Singapore
The same group, minus Brunci and New Zealand,
are founding membes of are founding members of the advisory coumcil. on conficic reductiono in the Parificic spid a a conferernce nampand the councit to inctude China, Russia, Viet-
name dechisen tountries in the region
The The decision to form the advisory body - name





## STATESIDE/STRATEGIC SHIFT




Conservative Republican Wins in L.A.
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 after the 20 -year leadersthip of TTom Bradley
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Mr. Roiilition of of blacks and white liberals.



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In Counterattack, Clinton Says Foes Are 'Sloganeering'


## For $\$ 20$ Million a Year, U.S. Keeps a Cold War Relic in Place

By Tim Weiner
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## CIA Funny Businesses


#### Abstract






|  | internatiunal herald tribune <br> KATHARNE GRAHAM, ARTHIR OCHS SULZBERGER <br> LIEW. HUEBNER, Pbiblerer <br>  <br>  <br>  <br>  <br>  <br>  <br>  |
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## Democracy, Development and Human Rights for All





Immigration and Backlash: A Problem for the Group of Seven


## 

Americans Need tō Learn Why America Must Lead By Michael Mandelbawna

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## A Man, Not a Superman, Victim of Expectations




## Houseful of Veg-O-Matics: The Shopper Hits Bottom

## By Anga Quindlen

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 My problem has been extaceribated by


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beyond the realm of possibitiry that
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LETTERS TO THE EDITOR

## The Rule of Seyea



 Ms. Knori dismisses feminist though





## South Africa Honors Gandhi, But Legacy Is Mostly Flouted













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 Today, the sculdemena is populary callad Bambayi,








## Posthumous Trial of Bousquet Is Urged


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For centuries, Istanbul was the centre of ancient civilisation. And today it's easy to see why. Although much has changed, Istanbul is still very central when travelling to the Mıddle East or to Asia. And quite possibly very central to the enjoyment of your trip as well.

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Group Who Resisted AIDS Virus Is Studied

By Lawrace K. Altman











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## BROTHEL: Out of East Europe;









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or prychologenal pris
up as prositutes. The presecoce of forcign men and
women is far from new in. Westem
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## MBA

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MBA PROGRAM: ocrober 93: Deciuee 94


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INSTITUT SUPERIEIR DE GESTION


PEACE: 'Safe Havens' Doubted


John Paul Deplores Church Sex Scandals

## TATICA ANoclated Pres - Pope Jo aul 11 bas told Americar bishohn

 the scandats invoking cieniss

U.S. Backs 2 for UN Council


 Bat she sid proposals to expand council $m$
"sacricice the comancis oewfound effectiveness."

 Of the council's 1 Imembers,
Chin, Britain and Frave have
Hicck any aciioo with a velo.

GURU: Clintons, Lerner and the 'Politics of Meaning'

## Continoed from Page 1

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| cation of the Holocaust Memorial Maseum. Mr, Lerner was invited. Mrs. Clinton met him, aimed those chrekbones al him and said. "Am I your mouthpiece or what? |  |
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| "Unbelievably charming and straight to the - she |  |
| oer?" Mr. Lemer says. "And sbe says, "li's argazing how much we seem to be on the same wayelength. And I said I thought so also, and that we had some |  |
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| ation was quite amazing because just in that |  |
| first little interchange where she immediatly, "What am I? Your mouthpiece? the conversation was almost tike in hall-sentences because she had read everything |  |
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| And it turned oul that she and the president had been reading Mr. Lemer since 1988 , when Mr. Clinton sent Mr. Lemer a letter from the Arkansas Govenuor's |  |
| Mansion saying bat "you have helped me clarify my |  |
| It is not as if Mr . Lemer does not know what he is doing. Now 50 , he grew up in Newark, New Jerscy, |  |
|  |  |
| and went to Fartrook Country Day School in Short fills. New Jersey. He was the son of a lawyer who became head of the state's Alcohol Beverage Control |  |
|  |  |
| Board, and a mocher who worked for Senator Harrison Williams. John F. Kennedy was a family friend. |  |
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| In 1964. he went to Berteeley to study philosophy. He was part of the Free Speecch Movement and Students for a Democravie Society, an activist against the Vietnam War and in favor of the hlack liberation |  |
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| 1y 70s, as the revolution pecered out and |  |
| turned to spirituality and echics. And fathered a Akiva, with a woman to whom he was married y religiously, not legally. |  |
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| He writes in his hio: "Like so many macho men on the political right, and like so many of the militariss |  |
| were inghing gazainss, many men on the lee |  |
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| (as in paying attention to felings or being motivated y ethical or spiritual sensitivity)" (Remember? Remember sitting around raising con- |  |
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| cioumess by syying lhings like: "What are y |  |

France Details European Talks
PARIS - Rumise fille



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On June 21st, the IHT will publish a Special Report on
Mergers \&
Acquisitions

[^0]Forgeot, Weeks
PERSO NAL CABEER CONSULTANTS

## Herald aiza Cribunc

## Mastering Today's Managerial Compiexities <br> 

Paris, Juiy I, 1993

How Elliott Jaques's visionary approach will optimise your role as captain, coach and player.

| Elliott Jaques's work, based on over-40 years of corporate research. contradicts the prevalent end widely-held view that management hierarchy kills initiative and crushes creativity. |  | a How to idantify future leaders <br> a How to construct effective managarial levels |
| :---: | :---: | :---: |
| Properly organized, it can generate teamwork, encourage creativity, driva productivity and improva morale. |  | Ways in which to measure the levels of res <br> How to astablish a lair compensation struccure to refiect respon |
| This structure includes the proper positioning of yourself - a matter intimately related to the work of Forgeot, Weeks with their clients. |  | and experience <br> - How to encourage teamwork, energy end creativity in others as wall as yourself |
| The semiriar will offer you the opportunity to discuss these concepts diractly with Elliott Jaques and business leaders from major corporations who have used his epproach. |  | 4 Ways to develop lateral working relationships in order to maintain successful inter-departmental coordination |
| Dr. daques has devoted his prolessionai career to developing his Stratified Systems Theory. |  |  |
|  |  | A panel of prominent business leaders will participate in two discujsion sessions during the dey to facilitate dialog betwean Dr. Jeques and the partcipants. |
| He is the author of 16 books, hes a Ph.D. from Harvard and is a Visiting Research Professor at George Washington University. His concepts have been ąpplied to major business organizations or: a global scale. |  | $\triangle$ Francois Heilbronner, Chaiman, g.a.N. Paris |
|  |  | $m$ Helton, Vice Prosident. Whirpool, U.S.A. |
|  |  | ter Hogarth, Senior Consultant, GHN. and form |
| Dr. Jaques's concapts have infiuenced management practice at Generai Electric, PepsiCo, Whirfpool end the Pentagon, which recentiy awarded him its Certificate of Merit for his "lasting contribution to the nation." |  | - Henri Martre, Charman, Gitas, and lormer Charman, Aerospabala, Pans |
| REGISTRATON INFORMATION: The lee for the <br>  Jaques during the seminar and all conterence will be relunded less a FF650 cancellation charge for any cancellation received in writing on or before June 18, atter which time we regret there can be no refund. Substitutions may, however, be mada at any time. <br> Please note that the olficial language tor the seminar is English. seminar location: le Grand Hotel, Place de ropera, 2 rue Scribe, 75009 Peris. Tal: $(331) 40$ 073232 . Fax: $(331) 42661251$ GHN - Career Management Consultants, London, are co-sponsors of the seminar. <br> Air France ia the official carrier for the seminar. | REGISTRATION FORM: To register for the semmar, please complete the lorm below and send it to: Sarah Whteheld, International Herradd Tribura, 63 Long Acre, London WC2, England. Tei: (44 71) 8364802 Fax: \{44 71\} 8360717 |  |
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## Silicon Breast Implants: Reversing the Process

| By Rick Weiss New Yonk Times Semiter | big increase in the number of women asking about the surgery. And several said in interviews that explantation has become so popular that they are now just as busy removing implants as they wero |
| :---: | :---: |
| - <br> EW YORK - After a decade of having now just as busy removing implants as the large hreasts sbe had alwavs puting them in a few years ago. |  |
| dremmed of, P.J. Brent is elated to be Mat-chesied again The ti-year-old At | bilN |
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| calls a week from women considering explania- |  |
| ere "hard as rocks." as she put it. Wit surgery. |  |
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Desert Ghost Town Yields Gold

| By Boyce Rensberger \|larangylum Poss Servier | bich emerced with the fall of oman Empire. Greme and were part of the new Chris |
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|  | tian empire. Some of the town's pollery is slamped aith crosses. The Christian period would soon close with the rise of Islam. |
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Making Sense of Antisense


## Targeting Genes

Search for New Class of Drugs


Asthma and Exercise: Finding the Balance

## IN BRIEF

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INTERNATIONAL HERALD TRIBUNE, THURSDAY; JUNE 10, 1993


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pidd choose Citibank than any other bank.

NYSE




## Microsoft Orchestrates The New 'Digital Office'




## Blue-Chips Inch Up As Rates Slip Back






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## Dollar Cashes In as DM Takes a Speculative Hit




(ume- GATY: Enter Peter Sutherland, World Trade Referee








## WORLD STOCK MARKETS

##  <br>  <br>  <br> 























## Divided OPEC Ponders Kuwait Demand






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## Faulty Wiring Sparked Recall of Corsas, Vauxhall Says











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Paris, Despite Shift, Assails Trade Deal As Farmers Protest

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## INTERNATIONAL RECRUITMENT






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## Editor

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ADMINISTRATIVE SECRETARIAL POSITIONS

| UDMINISTIBATIVE SECBETABIAL Positions |  |  | demsurus |
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Inflation Finally Enters Japanese Phone Booths
By T.R. Reid that most customers will nof felan



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 ... but Japan - US differences remain, as the yen continues to climb.
## Protecting "safe bavens" in Bosnia

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#### Abstract

TELECOM: Japan's  


 Techrological Giants Sit Immobilized by Red TapeDIVERSITY: Women and Minorities Still Lag on the Corporate Ladderverfirll- 11

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INTERNATIONAL CLASSIIIID

## Why the Dirge at the Wedding? <br> Despite Gloom, Japan's Data Far Outshine the West's   To policy makers in the West there is more than alite itiony in this Japan's unemploy- mena rate stands as        Ageacy will release its monthly oconomic report Eartier, a Japanese pews report siid    <br> The templation to relesse opimistic pro- nouncement aboul the economity jusi titar a   by a syruge in busin primer's marriage. But inseal  bad news 10 come with sere expecting more the Tankun, the Bank of telese Friday of sive  The Tankan assk businuse mansugers a more then 7.000 corporaions      time or ihe pre curran ome. <br> Peter M. Morgen. an economist at Merrill Lynech in Tokyo. said in a rocent   What is worse  <br> With the highe yen eating intoexports and   consimmer spending inside Jypen.    of raw matriilk <br> The Bank of Japen hes heen pactupys the    Puuting it all in petspeccive. it means that if  Major Americian uncrgannen surit as Seur.    

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## Work and Play Add Up to Big Business

Trading and tourism activities are setting new records in Dubai; which defied the global pattern of economic slowdown in 1992
Last year. Duhai's total foreign trade rose by 23.6 per- cables and hoses, cars and pickup trucks prepare to sail
the 16 th-busiest container port in the world. More than 120 new companies moved into the Jebel Ali Free zone. The number of people visiting the emirate by air rose by intemational airport
With numbers continuing to rise, Dubai seems set for another bumper year in 1993 ," says Lawrence Mills, chief tion Board which expects aboul 100.000 bona-fide courits to have visited the emirate by the end of the year. sive econominic develogment where tourisum and Deisai. where tourism and leisure acional trade and commerce. Last January saw the openand Yacht Club, one of the most spectacular new water lone in a Middle East desert anywhirate it is is whorld, let ond course, and a third is already under consmaction to meel growing demand from both international and local plavers. A horse-racing trakik is also being built.
Hundreds of millions of dollars are being spent ronment-based schemes to develop the upper creek, the
 "green" has become a practical reality. Making Dubai We want to improve the general quality of life here, to make Dubui a pleasant place for residents and exparriates official at the Dubai municicpality. There is an infectious urge to do business in this most There is an infectious surge to do business in this most n, Briush Korean and Japanese business executives all ors can sense the emirate's trading pulse on a stroil along he Deira side of the creek - the rradiononal economic heirlinine ot Dubai. which divides this "city of ner-
hams.
Dhows piled high with electronic goods, plasic

Today, there is serious allk of investment and joint ve Tures as the the is sernoust talk of investment and joint ven make Dubai even more attractive to the bigg multination al players. The focus of artention is suming to increased in uhe Gulf, its lack of red tape. liberal attitude toward business and living, and hightye efficient air and sea com
munications make it an ideal base from which to serve munications make it an ideal base from which to serve
market of more than 11 billion people, stretching from Africa and the Mediterranean to the subcontinent and Africh and Asia
location and liberal
ideal business base of the Dubbirector-gener
Commernece and Our oil reserves are increasing, producuion is up. and op the area still further, to make progress and nat develeconomic gap berween us and the resi of the world We
really are really are the commercial gateway to so many other courLast year, the chamber received more than 120 delegauons and missions from abroad, which indicates the
amount of interest the rest of the world is showing in Dubai.
Mr. Al
Mr. Al Mutaiwee also points ourt that despite the variIraq warses the have invasion of place in the Guwail - the lya Desert Storm Dubsai thas managed 10 maintain its stability and has
gained from the disadvantages of others in the region gained from the disadvantages of others in the region.
People bave recognized that Dubai is a safe place io do
business.: business."
One of the
One of the men spearheading the new economic drive Economic Mohamed A. Alabbbar. director general of the technocrats. He peaimst to coordinate business activities and act as a link berween government and the private secior act as a link between government
for new projects and investments.

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|  | 393nd Whage (Series \# 193-Trcket (0538) of Hongkong, winner of the arctic white BMW 750 il car. |  |  |

194t Whager.
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## The Art of Pampering the Traveler

Constant change and improvement are under way at Dubai's international airport, originally built to handle up to 6.3 million passengers a year
With its spaciuus immigra- terminal -buildings and" holding lounges from eight have 13 Airbuses by the
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The International Herald Tribune proposes to publish three advertising sections on:


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International: We built cour name around it
wylinlisal
fnternational herald tribune, thirsday, fone 10, 1993
Page 19

## ADVERTISING SECTION <br> $\qquad$

## Banks' New Look Marked by Caution

New capital-adequacy rules, tighter supervision, a more professional approach to management and new loan-risk procedures have been some of the results of the United Arab first full year of office in 1992.
 the govemor of the UAE
Cenral Bank, is noted for
being a hands-on profesbeing a hands-on profes-
sional banker. He has
takken a sow, studied
approach to bringing a
Central Bank's assets: $\$ 5.8$ billion new look to banking in the
UAE Total asssets of the
Central Bank isose by 5 she million, to $\$ 5.8$ billion, at largely due to a 5817 milcurirency accounts, which
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of the of the total assets. confidence and growing activity among the com-
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which have been reporting
vastly improved. vastly improved perfor-
mances. For example, recent strategic changes have enabied the Bank of incan is post a 48 -percent
 yon)- the furst time in 25 $200-$ mililion-dirham mark.
According to a Bank of Oman spokessperson, the record profits were due to coime, maintaining desired interest rates spicead by proper asser-1abtious and selective growth in earning assens and reducing opera-
tional expenses." The bank increased shareholders' equity by 11
percent, to 993 million percent, to 993 minion its capital-adequacy ratio to 9.7 . percent - well
within the Central Bank's requirement. Its risk-
weighted ratio stands at 17 percent, well above the Bank of Interpational Setof 8 perceent.
During the year. considerable effort was put into staff training, creanang new of new technology, to improve customer services and rationalize some' ser-
vices and processes. vices. and processes. Bank,
Middale East which was taken over by Eminates Bank
al (EB) at the end of 1991
1 has reported a profitit of 193.
million diamams for
1992.


Ali With more than 470 companies now registered for operat
Free Zone, industry is about to take off on a big scale.


## Tourism: What's Needed, When Needed

With two golf courses (and another under construction), Dubai has become the golfing capital of the region. and its numerous sporting and recreational facilities are attracting more visitors than ever before.

| Dubai Creek Golf jewe and Yacht Club. jewel in Don | those who come on business. sajs Lawrence Mills, chief execulive of the Dubai Commerce and Promotions Board. -We | Hotels and Resorss Worldwide group. <br> Two other hotels nearsing completion are the Forte Grand Jumeira Beach and the Holiday Inn Crowne |  |
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SPORTS

## 'Destiny in Hands,'

 Mets' Young Tosses It Away, 20th Time| By Joe Sexton New Yokt Tma Serice | b bullpen, free of Young of its ineptress, yielded |
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BASEBALL

## Angels Get Slugged As Jays March On




## Forcing the Pace, Europeans Come Into Their Own on LPGA Tour

## SIDEIINES <br> Duchesnay to Divorce Dean

## By Leonard Shapiro











## 'Who would you rather watch, a bunch of wrinkled old men, or me?'

 Florence Deccampe of Belgiama

























 Davies, 29 , generayly regarded as the best Lorign player







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